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# INFORMATION MANAGEMENT

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The effective management of information is a vital function performed by the Support Services Division. There is no question that "information" is the single most valuable tool available to the administrator. However, the "information" referred to in this section refers to that factual data that becomes a part of an official document or data base, as well as data upon which management decisions are made. In the traditional sense, the descriptions that follow are what is commonly referred to as the "records function" in a public safety agency. It includes the areas of document processing, public inquiries and data base management.

## Document Processing

State laws, local ordinances and Department policies require the documentation of certain events. To meet these mandates, personnel prepare written documents that are received by the Support Services Division for distribution, storage, retrieval and disposal.

Document distribution is accomplished by several methods. It could be the simple photocopying of an original report for internal use. It might also take the form of a digital transmission to another agency. Finally, distribution could be accomplished by extracting selected information from various parts of an original document to provide information to satisfy a particular legal requirement.

Like distribution, document storage in the Public Safety Department may occur in several forms. The physical filing of "hard copy originals" is the most obvious and the means used for most current year data. Other methods used to store are electronic data processing and microfilm. All "hard copy" documents eventually are reduced to microfilm for archival storage.

Just as there are laws and ordinances that dictate what is to be recorded, there are also laws and ordinances that govern the disposal of these documents. The Courts issue marijuana arrest record purges and sealing orders which deal with records pertaining to specific individuals. General purge guidelines are established by the California Department of Justice but it is only by City Council resolution that these guidelines can be adopted by the Department.





## **Public Inquiry**

Monthly, an average of 1370 citizens visit the public reception area of Public Safety Headquarters seeking information or requesting services. Their first contact is with Support Services personnel. The information sought ranges from complex legal matters to seeking directions. The services sought range from obtaining copies of documents, to public fingerprinting, to the provision of information about assistance and shelter for the homeless.

Of greater volume than in-person inquiries are the inquiries by telephone. During the peak hours (8:00 a.m. to 8:00 p.m.), the Support Services personnel assigned to the records office each spend approximately 28 minutes of every work hour responding to telephonic inquiries. The inquiries are similar to those in-person inquiries.

## **Data Base Management**

The third and final component of the Information Management function in the Support Services Division is data base management. Through terminals located throughout Public Safety Headquarters, personnel have access to local, county, regional, state and national data bases. It is the responsibility of the Support Services Division to provide the other Divisions with timely inquiry into these systems as well as the accurate inputting of data into the systems.

## **Comprehensive Public Safety System (CPSS)**

The local data base is CPSS. This system is a comprehensive application developed to provide Department personnel with an automated tool to assist them in maintaining, searching and retrieving information from various data files. The system consists of two components: the Records Management System (RMS) and the Computer Aided Dispatch System (CADS). The CADS operation is discussed in the Communications section of this document. The following is a brief discussion of RMS.

Detailed in design, the RMS allows the user to retain all contacts by the civilian population with the Department and the cause for that contact. The system will develop various summaries and displays of information to enable the user to recognize patterns, match suspects, vehicles, weapons, stolen property and modus operandi to criminal activities. The system also allows for the entry of fire incidents, fire prevention and hazardous materials information.

### Criminal Justice Information Control (CJIC)

CJIC is the county-wide data base used by the Department. The system is an intergovernmental, computerized data base system which provides rapid access to prior local criminal history of individuals as well as the status of individuals currently in the local criminal justice process. Participation in CJIC is limited to Santa Clara County law enforcement agencies (local, state and federal).

### Police Information Network (PIN)

PIN is a regional data base that covers the nine Bay Area Counties. It provides information on "wanted persons", "missing persons" and "runaways". This data base is operated by Alameda County and users are charged a fee for access.

### Department of Motor Vehicles (DMV) and Department of Justice (DOJ)

DMV and DOJ are the two state data bases accessed by the Department. The DMV data base contains California vehicle registration and California drivers license information. The system also contains information about stolen vehicles, stolen boats and vehicles associated with a crime. The DOJ data base contains state-wide criminal history information on persons, "wanted persons", and identifiable stolen property. Most access into these data bases are "inquiry" in nature.

### National Crime Information Center (NCIC)

NCIC is the national data base accessed by the Department. Access is through the DOJ system since only states have direct access. It is through NCIC that data is obtained about persons who are "wanted" in other states and about "stolen vehicles" from other states. It is also through this system that out-of-state vehicle registration is obtained.





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# **FACTORS INFLUENCING INFORMATION MANAGEMENT**

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## **Legislation as a Key Factor**

The legislative bodies, both local and state, dictate what information must be stored and the length of time that data must be retained. It is also the legislative bodies that, in many instances, dictate what information must be provided to other governmental and private agencies. For example, recently enacted legislation established mandated reporting requirements in the areas of arson, domestic violence, child abuse and missing persons. These new reporting requirements added significantly to the volume of documents to be processed by the Division.

Legislation also generates more public inquiry. When new laws and/or ordinances that impact the general public are enacted, questions arise and services are needed. The public turns to their most accessible "legal resource", the Public Safety Department, for these answers and services.

## **Department Policy's Role in Information Management**

Probably the next most important influencing factor is Department policy. Policy changes and mandates which require new reports, changes in reporting levels or adding new document distribution points each has a significant impact upon Support Services operations. As the Department's and the City's needs change, so do the information needs. Information that is not captured in data bases today may need to be captured in the future because of policy changes.

## **Citizen Expectations of 24 Hour Services**

A third influencing factor is the expectations of citizens. The Records Unit is staffed and available to the public 24 hours a day, year round. Residents and citizens coming into contact with the Public Safety Department have become accustomed to fast, courteous service from members of the Department, regardless of the time of day or the nature of the request. After normal work hours, the Public Safety Department is the City's representative for all matters. The public expects a wide variety of service, some often

not even related to Public Safety services. It is the Support Services employee who must attend to these demands.

### **The Non-English Speaking Population**

In 1975, the Adult Education Department of the Fremont Union High School District had a total enrollment in their English as a Second Language (ESL) classes of 350 students. In 1980, the enrollment reached 900 adult students. In 1985, the enrollment surpassed 1500. In 1987, their enrollment in ESL classes reached 1600, the maximum capacity for the program, and an unknown number of potential students were referred to similar programs in neighboring cities. Interest in these ESL classes illustrates that the City's ethnic population with limited English speaking abilities is increasing.



The fastest growing ethnic group has been the City's Asian population which, during the ten year period 1975 to 1985, increased 243%, primarily as a result of the influx of Indo-Chinese refugees. School District records show the greatest number of ESL residents converse in Japanese, Vietnamese, Thai, Korean, and Philippino. Projections from both the School District and the Census Bureau indicate a continued increase in this ethnic group, as well as significant increases in immigrants from the Middle East.

As the City's ethnic population increases, their involvement with the Public Safety Department is also increasing. An emerging factor influencing Information Management and the quality of service is the communications barrier that is being created by the non-English speaking population residing in the area and requiring services. Support Services personnel (Records and Communications) are generally the first contact these persons have with the Department.

There have been several approaches taken to help mitigate this influencing factor: contracts with on-call professional translation services, community-based volunteers who can provide translation services, and a published list of City personnel who are bilingual. These approaches have met with some success.

### **Access to External Data Bases**

Finally, a significant influencing factor in Data Base Management is the Department's ability to access data base systems outside the local system. The authority to access CJIC, PIN, DMV, DOJ and NCIC comes from these individual systems. All of them have specific guidelines governing who can and who cannot be granted access. They each have a "code of ethics" which must be followed. Policy changes,

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hardware upgrades and software changes occur in these external systems that often require that the Department either take specific action to remain compatible with the system or relinquish access authority that has been granted.





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# ***FUTURE ISSUES IN INFORMATION MANAGEMENT***

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## **Increased External Demands for Information**

The Freedom of Information Act recently enacted created additional storage and retention demands on the Department. In the future, more cases concerning the release of certain materials that citizens and interest groups believe should be public information, will be taken to the courts. It appears that the courts that hear these cases and make decisions relative to the retention or release of materials located in our files are broadening the amounts of material to be retained or released. As these court decisions are handed down, individual agencies may be faced with increased storage needs to comply with court mandates for the additional information. Additionally, new policies will be needed that address how and to whom this information will be released.

In recent years, interest groups, such as Mothers Against Drunk Drivers (MADD) and battered women groups, have lobbied for stringent laws dealing with specific problems. As a result, Legislators passed several laws mandating the police to take specific action in these types of cases. These mandates not only affect the Support Services Division, they affect the entire Department, starting with Dispatch, then Patrol, Records and finally the courts. Based upon the success of these citizen action groups, it is almost a certainty that there will be increased activity in this area in the future.

## **Automation Will Continue to Revolutionize Information Management**

One area that currently influences the entire Department and will continue to do so in the future is automation. The Department is currently operating with an automated Records Management System. The current system is newly installed and considered "state-of-the-art". However, in the dynamic world of automation, it is reasonable to expect advances that will make the current system obsolete within a few years. One such advance is the move toward a "paperless" system.

Automation is also playing an increasing role in the investigation of crime and identification of suspects. The



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California Department of Justice has developed an automated identification network. This network, known as the California Identification System (CAL-ID), is designed to receive electronically transmitted fingerprint impressions from local agencies and automatically search the state's computerized data base to seek a positive fingerprint match. The Department has recently received funds to purchase the equipment needed to participate in this program.

### **Effects of Language Barriers Will Become More Significant**

As the non-English speaking population continues to grow, so does the communication barrier. The Department is continuously looking for ways to improve the level of service it provides to its citizens, including the non-English speaking. The Department installed the enhanced 911 (E-911) system in Emergency Communications to benefit those calling in emergency situations. Although the Department may not be able to communicate verbally with non-English speaking groups, through the E-911 system an officer can be dispatched to the location from where the call was made. As the non-English speaking community increases, so will the challenges facing the Department in providing quality services.

### **Changes in Access to External Data Bases**

There are two emerging trends that will no doubt have a significant impact upon the future of data base management in law enforcement: reduced access and data base mergers. Unfortunately, these two directions are in opposition to one another.

There has been a proliferation of court actions and legislative consideration in the last few years designed to lessen the criminal justice community's access to various data bases. For example, no longer are Social Security files available to local agencies. Public Defender files and some Parole/Probation files are no longer accessible unless authorized by the judicial system. Criminal history information sought for pre-employment background investigations are no longer available through the automated system. A continuation of this trend will severely impact the usefulness of criminal justice data base systems.

Another trend that is being spawned in the criminal justice community is the merging of agency data bases. Two or three small agencies enter into a joint powers agreement whereby they share the expenses associated with a common records management data base. This is resulting in local computerized data bases containing information from smaller

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agencies that was previously not available to other jurisdictions. While just in its infancy stages, the potential benefits of this trend could also impact the usefulness of criminal justice data base systems.

As can be seen, the future of data base management is divergent. One trend could limit its uses to such a degree that it would not be cost effective to maintain the sophisticated interface equipment needed. On the other hand, the other trend could increase the usefulness of data base access and even warrant additional expenditures to provide even greater access to criminal justice systems.



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# **PROPERTY MANAGEMENT**

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The identification and accounting for all property under the control of the Department of Public Safety is an operational requirement and a legal necessity. Property includes safety equipment purchased by the City for the employee's on-duty personal use, evidence collected during criminal investigations, found property collected for safekeeping until the owner is located and those facilities of the City that are assigned to the Department for operational use.

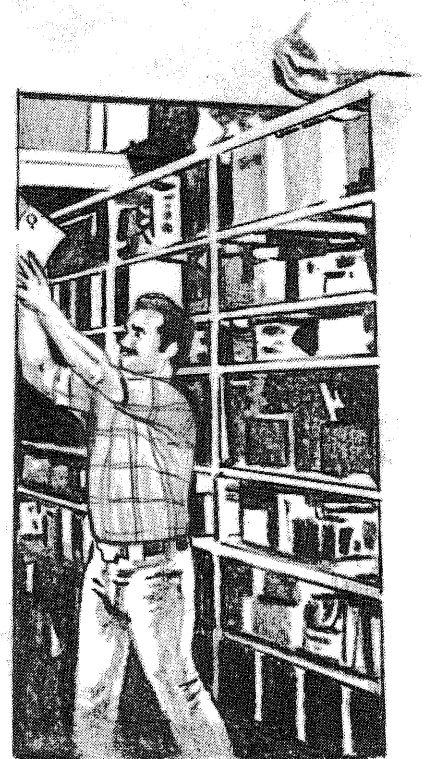
## **Property and Equipment for Individual Use**

City policy requires that an employee be provided equipment necessary to safely perform the tasks assigned to the employee. In the public safety field, this has been further defined to include all equipment relating to the safety of the employee and could range from providing a whistle for use in the direction of traffic, to providing a protective "ballistic vest" for each employee. While the fiscal responsibility for this program lies in the City's Human Resources Department, the functional administration of the program rests with the Property Management Unit in the Support Services Division.

## **Evidence and Found Property Handling**

The most demanding function of the Property Management Unit is the storage, control and disposal of evidence and of found property. While the two categories of property are handled the same, they are distinctly different. Evidence is items that are collected which tend to prove facts related to the commission of a crime. There are very specific statutes that govern the collection, processing, control and disposal of these items. Found property is any item of monetary value that is presented to the Department for safekeeping until the owner can be identified and located. The control and disposal of found property is also governed by law. However, this law is less demanding and explicit in the requirements for control and disposal.

During the last three years, the Property Management Unit processed an average of 30,107 pieces of evidence and/or found property annually. These items were stored either at



the 900 square foot Headquarters property room or at the 4,000 square foot compound located at the City Corporation Yard. The Headquarters property room offers maximum security and is used to house most evidence and found property of unusually high value. The compound at the Corporation Yard is used for storage of less sensitive items of evidence and found property and all large items (bicycles, cars, etc.).

### **Facilities Coordination**



Facilities within the Department of Public Safety include a 40,000 square foot Headquarters building and six satellite fire stations. While the responsibility for maintenance and repair of these facilities rests in the Parks and Recreation Department, it is the Support Services Division that coordinates these activities.

Construction of the Headquarters facility was completed in 1985. This facility houses the Public Safety Administrative staff, all Support Services Division Units, the Fire Prevention Unit and all Police Services Division Units, for a total daytime staff of approximately 90 employees. In addition to the offices for these units, incorporated into the structure are a classroom, property storage rooms, the secured temporary holding facility (jail), evidence processing area, locker rooms, an exercise room, armory, communications center and the Emergency Operations Center.

The six fire stations were constructed during the period from 1960 to 1964. The stations are of concrete block construction and all have the same basic floor plan. Each fire station has a dormitory, kitchen, locker and shower facilities, an attached workshop and apparatus parking garage. Fire Station 2 has additional out-buildings for servicing and storing equipment and is also the location of the Fire Training Tower and Drill Grounds.

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# **FACTORS INFLUENCING PROPERTY MANAGEMENT**

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## **The Number of New Employees Annually**

When the Department hires any new sworn employee, the Property Management function is impacted. Adequate supplies must be maintained to provide new employees with all necessary equipment prior to their first assignment. Therefore, anticipated hirings must be coordinated with Property Management personnel.

## **Uniform and Equipment Specification Play a Key Role**

The Department's uniform and equipment specifications also have a significant impact upon the Property Management function. Vendors are selected and purchase agreements negotiated based upon very explicit specifications to ensure uniformity in quality, style and reliability. When it becomes necessary to alter these specifications, it is the responsibility of Support Services personnel to research alternatives and submit them to the Department's Uniform and Equipment Committee for evaluation.

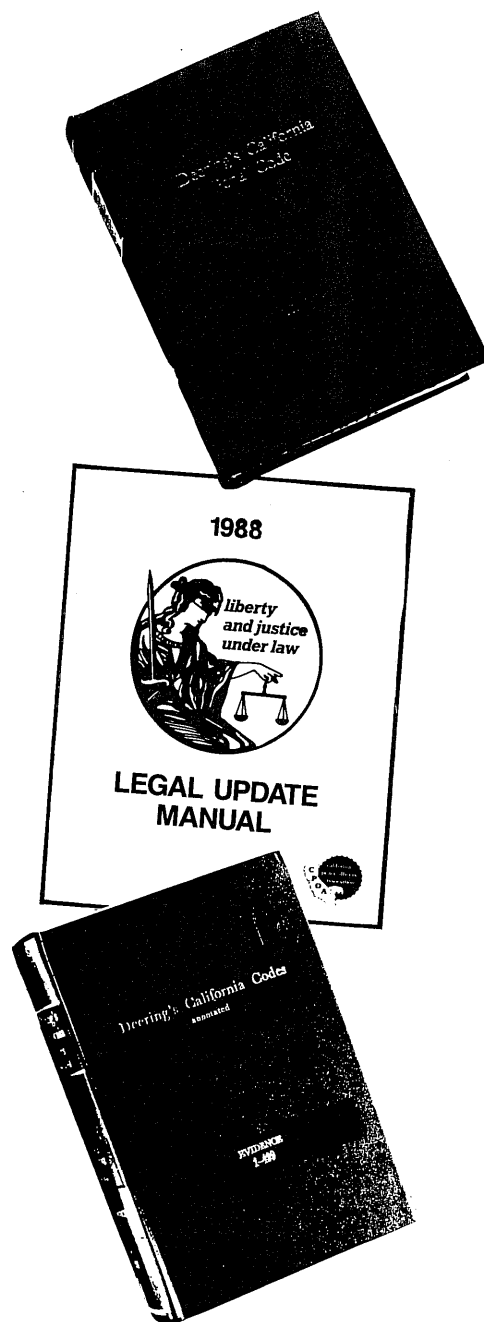
## **Technology Also Exerts a Significant Influence**

Changes in technology also significantly impact the function. New synthetic fabrics are frequently developed that have characteristic advantages over existing items. When this occurs, and it is determined by the Administration, Legislation, or Memorandum of Understanding that the new technology is to be incorporated into the Department specifications, Support Services personnel must collect and dispose of the outdated item and issue the new item.

## **Legislation, Policy and Technology Combine to Impact Evidence and Found Property**

There are two factors which impact the handling of evidence and property: number of items collected and length of time the items must be retained.

One of the most significant factors effecting time is legislation and the judicial system. As mentioned earlier, federal and state statutes determine how evidence and found property are controlled and when disposal may occur. Judicial rulings interpret these statutes. Action by either



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of these bodies can alter existing practices and policy requiring items to be retained for longer periods of time.

Another significant factor which impacts both quantity and time is Department policy. The law is quite specific in charging the Department with the responsibility to properly safeguard evidence and property from theft or contamination. The law does not, however, specify how this must be done. Department policy has been established to accomplish this charge. Technological advances and the level of expertise attained by sworn Public Safety personnel in applying these advances are beginning to emerge as factors that drastically impact the quantity of evidence collected. Items which were once considered "too porous" to retain fingerprints are now routinely collected and processed using chemical and laser technology. Similarly, items of clothing that were once ignored as possible sources of evidence are collected and subjected to recently developed testing techniques. The impact is obvious. For each additional piece of evidence collected, the Property Management Unit must perform its functions.

### **The Age of the Public Safety Facilities**

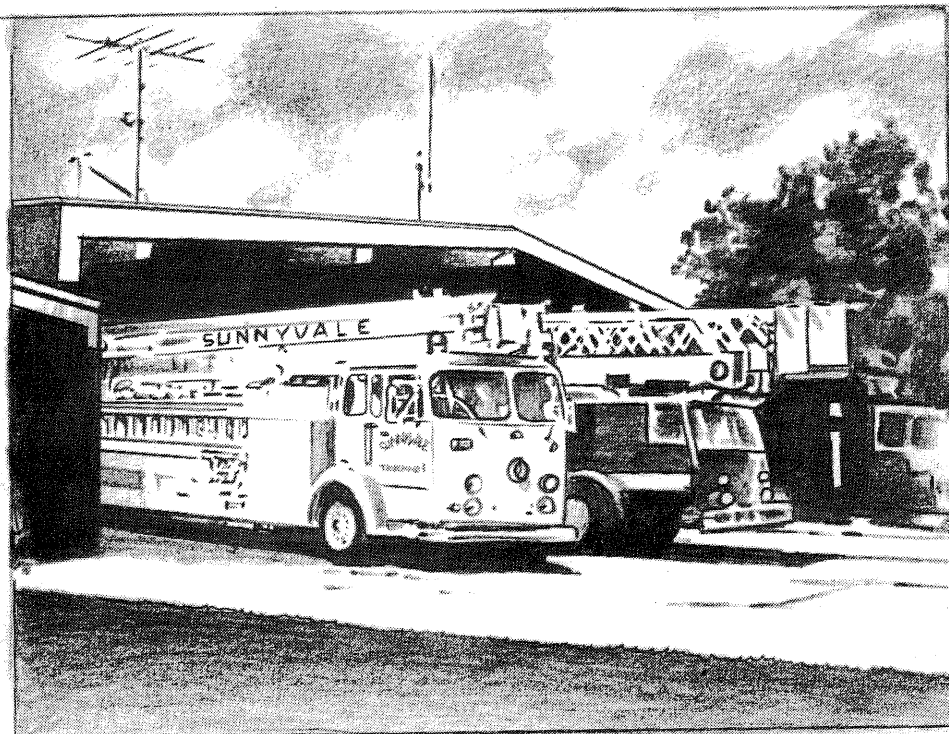
Facility age is a most significant influencing factor in Property Management. While the age of the facility will have a direct bearing upon the degree of non-routine maintenance needed by the facility, age also has a significant relationship to the functionality of the facility. As the facilities that are used by a dynamic organization such as Public Safety grow older, they tend to also "exceed" their intended use. For example, all of the fire stations are at least 23 years old. When planned and constructed, they were designed to "house" two pieces of apparatus and the attendant personnel. This was adequate for the particular service level at the time. However, as service levels have changed, so have the functional needs at the stations. The housing of Paramedics at Fire Station I required remodeling. The implementation of the Hazardous Materials Response Team necessitated the relocation of the Reserve Fire Engine plus remodeling to accommodate the additional personnel. The ability of the Support Services Division to coordinate the needs of the Department with the facilities available becomes more formidable each year.

### **Changes in Service Levels**

Frequently, changes in service levels require increases in personnel. These personnel will either be assigned to one of the fire stations or the Headquarters building. In any case, they will need work space. Since the space available is finite, it becomes the responsibility of the Support Services Division to coordinate the process to get the needed space.



The final influencing factor is one that is best defined as changes in the equipment used by the Department. To explain this factor further, here is an example. The fire stations were designed to house fire apparatus considered standard 20 years ago. Height and length requirements for two pieces of fire apparatus recently purchased to meet operational needs have required significant modifications to the apparatus room doors. As apparatus requirements change, so must the facilities that house them.





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# ***FUTURE ISSUES IN PROPERTY MANAGEMENT***

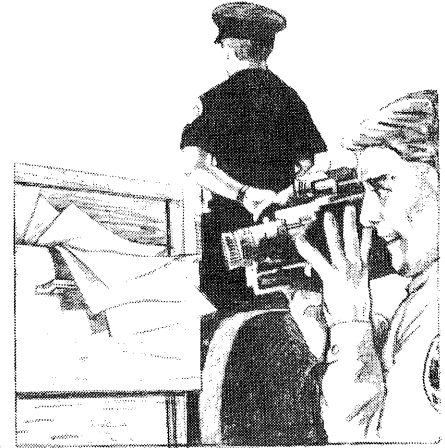
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## **Technological Advances Will Continue**

Technological advances are occurring daily and there is no reason to expect that the pace will slacken in the foreseeable future. New techniques of evidence collection and preservation will be introduced. An increased use of video equipment and techniques, as well as computerization for tracking items, is currently being developed. This area will, no doubt, become the single most significant factor to impact evidence and found property in the future.

## **Growth in the Department**

Growth by the Department can be anticipated. This growth would entail additional personnel and equipment. Since the existing facilities, including the Headquarters building, are at capacity, then the need for additional facilities and/or extensive remodeling must also be expected.





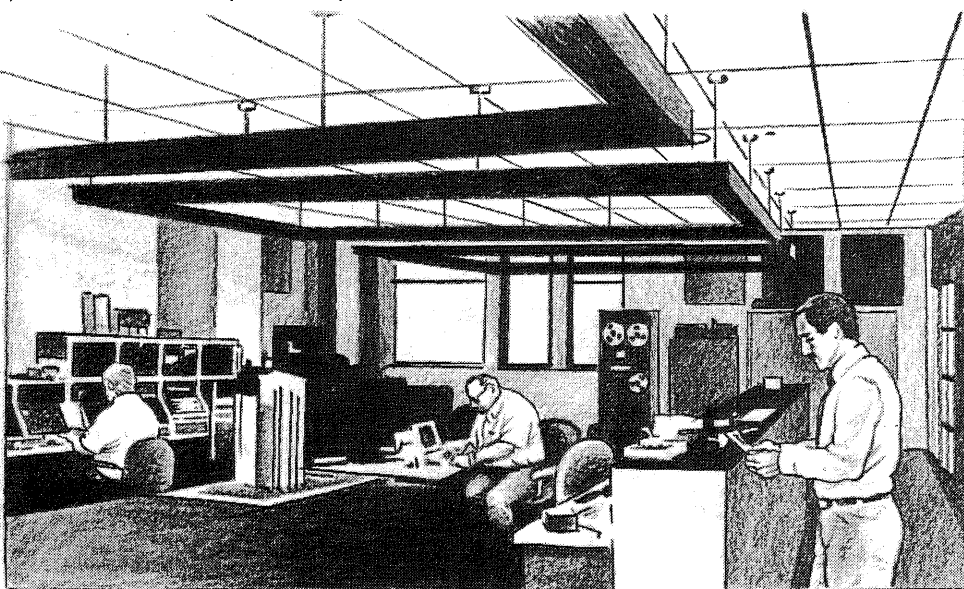
# EMERGENCY COMMUNICATIONS

The provision of emergency services in a timely, effective and efficient manner is dependent upon a responsive, knowledgeable Communications Unit equipped with up-to-date information systems. The Department of Public Safety has employed appropriate technology to support the deployment and tracking of police and fire units and to provide the statistical basis for monitoring the effectiveness of emergency services.

## Radio Communications

The Public Safety Communications Center is located at Public Safety Headquarters. It is staffed twenty-four hours a day year round. A minimum of three dispatchers are on duty at all times. All dispatchers are able to perform a multitude of tasks from any of four dispatch positions. Normally, one dispatcher is designated primary, another back-up and the third as complaint taker. All dispatchers must perform any or all of these tasks as necessitated by workload.

The primary dispatcher is responsible for monitoring the police frequency, dispatching calls for service, status keeping and updating of case assignments. The secondary, or back-up position, is primarily responsible for data base entries and inquiries, outgoing telephone calls, and monitoring the fire frequency. The call taker position is primarily responsible for all incoming telephone calls, including calls for service for any functional Public Safety Unit or other City Department as required.



The implementation of the state-wide 911 system has greatly enhanced the speed of emergency response. Callers are able to dial the three digits anywhere in the state and the

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call will be directed to the appropriate Public Safety Answering Point. When the call comes in to Emergency Communications, the telephone number and address of the location for the calling party are displayed on the console. This gives the dispatcher an additional check for accuracy of reported information and also allows for emergency response even when the calling party is unable to give the location to the dispatcher.

An aging population means increased calls for emergency medical service. Dispatchers must be able to assess the situation and dispatch units to respond to a variety of medical emergencies.

Further improvements which have been implemented for the safety of the public are a state-wide translation service which provides translators in a wide variety of languages on an around-the-clock basis. The Department also has the ability to communicate with the hearing impaired.

Vital to emergency communication are the radio frequencies used to maintain contact with one another. There are several radio frequencies used by the Department for emergency communication. The Public Safety system has full duplex capabilities as opposed to a simplex system. A duplex system allows two-way communication while a simplex system only allows communication in one direction at a time.

In addition to the police and fire radio channels (frequencies) that can be broadcast individually or simultaneously to both Patrol and Fire personnel, the Department has tactical and mutual aid channels as well. The tactical channel functions as the secondary police or fire frequency when the primary frequency is being used for an emergency or the Investigations Unit may use it while on a special investigation. The Department is also licensed to transmit data on a fourth duplex frequency. The Mobile Data Terminals in emergency vehicles transmit and receive on that channel.

The City's other Departments also use radios in their day-to-day operations. Public Safety's Emergency Communications personnel monitor this frequency during business hours for emergency purposes. However, after hours and on weekends, the dispatchers are responsible for monitoring the frequency and dispatching.

Emergency Communications is also responsible for monitoring three (3) mutual aid frequencies; the Santa Clara County Law Enforcement Mutual Aid Communications System (SCCLEMACS), California Law Enforcement Mutual

Aid Radio System, and the State Fire Mutual Aid frequency. SCCLEMACS is used regularly by the Investigations Unit when they are working with other county agencies on a particular case, i.e., a large drug raid where all search warrants need to be executed at the same time.

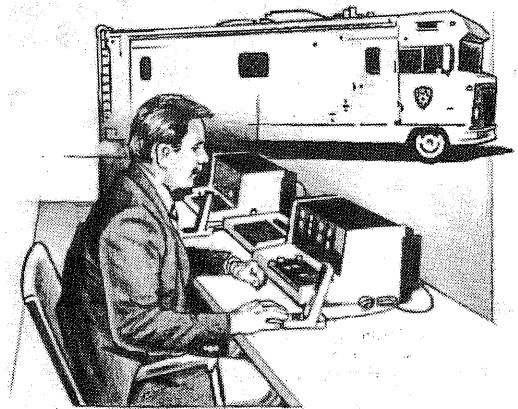
In addition to the fixed positions in the Dispatch Center, the Department has a Mobile Emergency Communication Van (CommVan). This unit is completely self contained and has the radio equipment necessary to function as a radio communication facility should the Headquarter's facility become untenable. Should it become necessary to shift operations to the CommVan, there are operational plans that would establish a temporary communications link between the CommVan and functional telephone lines.

### **Digital Communications**

The original basis for the concept of using a computer in the dispatching process was one of speed and accuracy in processing calls for service. The computer compiles information input by dispatchers and records all calls for service and all officer activity reported from the street, giving a visual record of calls assigned. This compilation is a reasonably complete record of the measurable workload, its distribution over time and area and the amount of time each officer or Unit spends on each call. As a result, it is possible to determine what part of the total time is available for preventive patrol by beat and time of day. In addition, the total time spent conducting different types of fire activities can also be captured. All of this information is retained in the Department's Computer Aided Dispatch System (CAD). Thus all the basic management information that is difficult to compile manually is electronically manipulated to be available in a more timely, cost effective basis.

The Department is in the process of developing an upgraded CAD and, in conjunction with this, will be replacing the current Mobile Data Terminals (MDT) with models capable of processing much more data. The MDT's will interface with the CAD and Records Management files, thus giving the officers access to that data and, in addition, the officers will be able to do online report entry from the field. This will not only give immediate access to report information, it will also eliminate to a great degree data entry by clerical staff. The timeliness and efficiency of this procedure are evident with the added advantage of eliminating a considerable amount of paperwork and storage.

The officer on a beat receives access to the various automated systems via CAD, which is linked to these systems





through the California Law Enforcement Teletype System (CLETS) at the county. Once the digital message is transmitted, it is routed to the requested automated system, county, state or National, via the switches. The requested information is then returned to the unit requesting it, which could be the mobile unit, dispatcher, or Records Unit terminals.

The Comprehensive Public Safety System (CPSS) is developed around a data base concept and this data base is composed of every activity or occurrence that is reported to, or occurs within, the Department. In CPSS, when a call is received by Communications, an initial entry is made into the data base, and from this initial entry on, information continues to accumulate in the data base as it becomes available to Central Records. In addition, any historical information which might already reside in the data base can be retrieved for the officer in the field (via radio). Using the data base concept allows for a much more rapid and accurate method of retrieving information for preparing statistical reports or displays of related information, because data bases do not require sequential reading or sorting prior to the information being used.

Both the CPSS and CAD systems are designed for ease of operation by all operators including the dispatchers. Rather than the dispatcher having to make several inquiries to different automated systems, the CAD system automatically does it with just a single inquiry into the CPSS data base.

When a vehicle license is entered, a search will be made internally on the Vehicle file. If no match is obtained, an inquiry will be sent to the County/State/NCIC system. A message will be displayed on the primary screen if either of these lead to a stolen or wanted vehicle.



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# **INFLUENCING FACTORS IN EMERGENCY COMMUNICATIONS**

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## **Radio Frequencies Available for Use**

Radio frequency spectrum space, which is allocated by the Federal Communications Commission (FCC), is a natural resource with finite limits. Public Safety frequencies, even though they occupy a small portion of the radio spectrum, have come near saturation with heavy loads of radio traffic. Because of unpredicted increases in radio communications over the past decade, frequency congestion is intensifying and will continue to grow as additional communication devices are introduced. Although information about the national radio spectrum shortage is difficult to obtain, the shortage to Public Safety services is evident because in some areas Patrol Officers must wait for a clear frequency before they can broadcast.

## **Influence of the Population with Limited English Speaking Ability**

Another impact on Emergency Communications has been the increase in the population that has only limited English speaking ability. When these persons request emergency public safety services, they are generally under stress. Stress, coupled with limited English speaking ability, places the dispatcher in the position of having to dispatch units to sometimes unintelligible calls. It is imperative that this "communication barrier" be closely monitored and appropriate measures taken to mitigate the consequences when necessary.

## **Legislation and Policy Have an Impact**

Dispatchers must keep current on legislation and procedures promulgated by state and federal agencies. Examples of recently enacted legislation which has impacted Communications Center staff are the reporting requirements regarding child abuse, domestic violence and hazardous material spills. The increased emphasis on Emergency Preparedness imposes another task on the Emergency Communications Unit. Dispatchers must be trained to be an integral component of the Disaster Team which requires completely new policies and procedures to govern conduct in such an instance.

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The institution of new services impacts Emergency Communications. The Vice/Narcotics Unit performs undercover operations often using the tactical radio frequency. This requires monitoring by Dispatch. The increased emphasis on investigating child abuse complaints requires another notification step as the Social Worker is apprised of the complaint. The institution of non-domestic animal control service adds another layer of procedures and notifications.

Every innovation in electronic security initiated by the City places an increased demand on Emergency Communications. The City-wide card key access system and the City Hall complex alarm monitoring system directly impact dispatchers. City initiated programs also involve Dispatch. A program calling for cleanup of abandoned autos increases the incoming calls as the emergency phones are staffed 24 hours every day and are available to the public when other City departments are not open.

Often, when a resident becomes a victim of stress or has an emergency need, Emergency Communications becomes an information and referral agency. This means the dispatchers must be public relations agents for the City and attempt to recommend a care giving agency which will be responsive to the problem.

### **Technology's Influence is Paramount**

Technology, in a sense, poses the ultimate dilemma for today's administrators. There is little question but that our technical capacity to develop and utilize devices that would aid us in doing our job will be greatly expanded. Emergency communications will be no exception.

The increased complexity of electronic equipment used in Emergency Communications has greatly impacted dispatchers. They must be able to cope with a wide variety of radio, telephone and computer equipment, keeping it updated and operating.

Today's mobile communication requires speed, accuracy and optimum capacity of relayed information. Digital communication makes it all possible, with advantages that are not inherent in traditional two-way radio. Mobile Data Terminals (MDT's) directly link vehicles to a central computer, increasing the productivity and reducing the inquiry/response time of field personnel.

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# ***FUTURE ISSUES IN EMERGENCY COMMUNICATIONS***

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## **Technological Advances Will Continue**

The advancements made in telecommunications technology during the past decade have been significant and have greatly enhanced emergency communications in the Public Safety sector. Communication can be highly sophisticated, but the purpose is still the same. You must get a message from one person to another or from one point to another. The advancements made during the next decade may very well surpass all of those made during the past three decades.

The advancements appear to be in all areas of telecommunications from hardware to microwave. In the area of hardware, equipment that is much smaller and more powerful with multiple applications being performed will be commonplace. A lot of this will happen because of the advancements made in the electronics field. As an example, in the future, portable radios will have several uses, one of which will be the capability of being used as a telephone. When this is accomplished, several things will occur. Officers in the field will be able to make follow-up telephone calls without having to return to Headquarters. This will free up some of the dispatchers, Desk Officers, and Records Clerks who will be able to do other things, plus it will open up, to a degree, the radio frequency.

Advancements are also being made in the area of Automatic Vehicle Locators (AVL). There are several systems available at this time. In the future, an AVL system will be capable of not only locating an individual unit but will be used by the unit as a map showing the best route of travel to a particular location or will be capable of showing a floor plan of a building which can be used in emergency or tactical situations.



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## **Increased Reliance on the Telephone**

The use of mobile cellular telephones is another area that has suddenly started to expand. Coverage, reliability and technological advances have extended the telephone capabilities that are normally associated with a fixed location to virtually anywhere in the Bay Area. Just what impact this trend will have upon radio communications is unclear at the moment. As noted above, there is a distinct possibility that increased usage of mobile telephones in non-emergency situations could result in a slight decrease in radio communications transactions.

## **Unavailability of Radio Frequencies for Expansion**

Radio channels are becoming an increasingly scarce resource coupled with increased radio traffic and increased calls for service, each channel is becoming saturated. During some peak periods, officers are having to wait for a clear channel before they can transmit. Other agencies are currently experiencing intolerable delays, especially during emergency situations.

Digital communications are relatively new to Public Safety. As in any field, the technology changes so rapidly it is hard to keep up with it all. The electronics field is a prime example.

CPSS is designed for future needs of the Department. The system will be able to interface with other devices, including bar code equipment, Automatic Vehicle Locators (AVL), crime analysis, graphics and plotters for fire prevention/ firefighting activities, etc. Advances in technology are allowing these items to be made smaller, faster and less expensive with a capacity for performing many more functions.

# COMMUNITY CONDITION INDICATORS

	FY 81-82	FY 82-83	FY 83-84	FY 84-85	FY 85-86	FY 86-87	FY 87-88 (Projected)
Number of Incidents Reported to the Public Safety Department Requiring Documentation	16,310	14,532	14,214	14,641	13,441	15,555	16,000
Total Calls for Public Safety Services Per 1000 Population	550.28	583.6	574.4	564	484	543	548
Ratio of Property & Evidence Received to Property & Evidence Disposed	3:1	3:1	3:1	6:1	6:1	9:1	10:1
Total Number of Department Personnel Per 1000 Population	1.94	1.97	1.90	1.89	1.84	1.81	1.79
Number of Mandated Annual Training Hours Per Sworn Employee	30 hrs.	30 hrs.	30 hrs.	30 hrs.	37 hrs.	45 hrs.	37 hrs.
Mean Age of the City's Population	31.1	31.1	31.1	31.1	31.4	31.6	31.6
Labor Pool (in 1000's) Aged 20-29 in Santa Clara County	262.9	266.2	272.3	275.3	277.4	274.6	271.1
Number of Records in the Department of Public Safety Data Base	140,500	152,000	165,000	175,000	181,000	196,000	203,000



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# **GOALS AND POLICIES OF THE SUPPORT SERVICES SUB-ELEMENT**

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## **INTRODUCTION**

In this section of the Support Services Sub-Element, an integrated set of goals, policies and action statements are presented. These commitments govern the provision of support services to the line Divisions of the Public Safety Department. The goals and policies reflect the general direction of efforts that are necessary for the comprehensive delivery of efficient and effective public safety services. The action statements reflect specific ways to achieve the desired results.

This Sub-Element is one of three in the Public Safety Element of the City's General Plan. The very nature of the services provided by the Support Division dictates the necessity for strong interrelationships with various other Sub-Elements if the provision of Support Services is to be effective.

The goals, policies and action statements within the Support Services Sub-Element were developed based on several basic underlying assumptions. They include:

1. The citizens of Sunnyvale desire a community safe from crime, fire, social disorder and other hazards.
2. A highly trained force capable of delivering all public safety services is necessary to provide 24 hour response to a variety of emergency and non-emergency requests for service.
3. For the current public safety concept to remain viable, the Department must continue to avail itself of all practical technological advances.
4. The Department will continue to comply with all mandatory requests for information as well as those non-mandatory requests from State and Federal agencies.

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5. Effective command and management is enhanced through a reliable system of communications, data processing, internal policies and procedures and participation and cooperation with other agencies and organizations.

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**GOAL 4.3A:**                      **SUSTAIN A QUALITY WORK FORCE IN ORDER TO ASSURE THAT PUBLIC SAFETY SERVICES ARE PROVIDED IN A QUALITY AND EFFICIENT MANNER.**

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**Policy 4.3A.1**                      **Train and develop employees to meet state and local standards.**

Action Statements

4.3A.1a                      Provide skills training to employees to enhance performance.

4.3A.1b                      Provide recruit and basic training to ensure the highest quality of entry level personnel.

4.3A.1c                      Provide in-service training to maintain proficiency.

**Policy 4.3A.2**                      **Maintain a recruitment and selection process that ensures a highly competent work force meeting City affirmative actions goals.**

Action Statements

4.3A.2a                      Select candidates based on merit and fitness.

4.3A.2b                      Actively recruit women and minorities for vacancies in the Department.

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**GOAL 4.3B: FACILITATE QUALITY DECISION  
MAKING THROUGH PLANNING  
AND RESEARCH.**

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**Policy 4.3B.1**      **Maintain knowledge of technological  
advances, current trends and issues  
that impact Public Safety services.**

**Action Statements**

4.3B.1a      Review Public Safety related  
literature to maintain an awareness  
of innovations in Public Safety  
service delivery.

4.3B.1b      Monitor citizen perception of the  
quality of Public Safety service  
delivered.

4.3B.1c      Maintain active representation in  
professional organizations to  
facilitate information exchange.

**Policy 4.3B.2**      **Provide alternative options to  
enhance the effectiveness of Public  
Safety operations.**

**Action Statements**

4.3B.2a      Compile and analyze statistical data  
to ascertain the effectiveness of  
Public Safety operations.

4.3B.2b      Research the impact of proposed  
service level changes.

4.3B.2c      Periodically review the current  
public safety concept to assure that  
it is a viable alternative to the  
provision of services.

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**GOAL 4.3C:**

**ENHANCE AND FACILITATE  
DEPARTMENT OPERATIONS BY  
PROVIDING DOCUMENT  
MANAGEMENT, DATA  
PROCESSING AND ALL OTHER  
INFORMATION MANAGEMENT  
FUNCTIONS.**

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**Policy 4.3C.1**

**Provide accurate and efficient  
document management.**

**Action Statements**

4.3C.1a Store documents in the most appropriate medium to ensure accessibility depending upon the demand for the information.

4.3C.1b Ensure all records are made available for the public upon request and in compliance with all laws and ordinances relating to their release.

4.3C.1c Destroy official records in a timely manner consistent with all laws and ordinances regulating such destruction.

**Policy 4.3C.2**

**Provide program support and  
statistics.**

**Action Statements**

4.3C.2a Provide statistics and report generation in a timely and efficient manner in response to requests.

4.3C.2b Create "user friendly" system to enable staff to generate customized reports on an as-needed basis.

4.3C.2c Provide staff training to enable end users to access on-line information.

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**GOAL 4.3D:**

**PROVIDE EMERGENCY  
COMMUNICATIONS SERVICES.**

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**Policy 4.3D.1**

**Provide emergency communications services 24 hours a day 100% of the time.**

**Action Statements**

- 4.3D.1a      Assure the answering of emergency telephone calls to the Department 24 hours a day.
- 4.3D.1b      Assess the need for emergency translation services for non-english speaking requestors of emergency Public Safety services.
- 4.3D.1c      Assure effective deployment of sworn personnel through radio communications.
- 4.3D.1d      Implement appropriate Department standards to assist in more efficient, timely emergency response.
- 4.3D.1e      Provide staff training to optimize emergency response actions.

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**GOAL 4.3E**

**ASSURE THAT THE PROPERTY, SAFETY AND PHYSICAL NEEDS OF THE DEPARTMENT ARE MET.**

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**Policy 4.3E.1**

**Assure that City facilities used by the Department are safe, well maintained and contribute to the efficient delivery of services.**

**Action Statements**

- 4.3E.1a      Monitor trends and changes within the community and the Department.

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4.3E.1b Monitor the physical condition of Public Safety facilities and coordinate corrections as needed.

4.3E.1c Provide a work environment with adequate equipment and supplies to support Department activities.

**Policy 4.3E.2** Provide personal safety equipment consistent with legal requirements and City policy.

Action Statements

4.3E.2a Maintain equipment that will enhance the productivity and safety of employees.

4.3E.2b Identify and evaluate personal safety equipment needs.

**Policy 4.3E.3** Catalog, store and monitor evidence and property to support Public Safety operations.

Action Statements

4.3E.3a Maintain a system of property management to assure compliance with state law and local policy.

4.3E.3b Monitor evidence and property to assure proper disposition.

4.3E.3c Assure that all evidence and property is safely and securely stored.

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## **UPDATING THE SUPPORT SERVICES SUB-ELEMENT**

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Periodic updating can provide current data and measure success achieved toward meeting Support Service Goals. Annual updates should be made for data which lends itself to yearly review. Five-year updates should include data from the most recent Federal Census and a major re-evaluation of the Support Services Sub-Element.

### **Annual:**

- Review numbers and types of service requests and compare to the population when appropriate
- Review legislative changes that have Department-wide impact
- Review the Department's training needs
- Conduct inspection and assessment of Public Safety facilities

### **Five Year:**

- Include data from the most recent Federal Census
- Re-evaluate all goals, policies and action statements for success and appropriateness
- Identify new trends affecting the Support Service
- Anticipate future conditions

**RESOLUTION NO. 129-88**

**RESOLUTION OF THE COUNCIL OF THE CITY OF SUNNYVALE  
AMENDING THE 1972 GENERAL PLAN BY ADDING A SUPPORT  
SERVICES SUB-ELEMENT THERETO**

WHEREAS, the Department of Public Safety has proposed an amendment to the 1972 General Plan of the City of Sunnyvale, as amended, to add a Support Services Sub-Element thereto, which proposed Sub-Element is set forth in Report No. 88-125 of the Department of Public Safety to the City Council dated April 5, 1988; and

WHEREAS, notice of preparation of a Negative Declaration on February 12, 1988, was given in compliance with the requirements of the California Environmental Quality Act of 1970, as amended, and City Council Resolution No. 191-86; and

WHEREAS, the Planning Commission, after notice duly given, held a public hearing on the proposed amendments and reviewed and considered the Negative Declaration on March 14, 1988, after which hearing the Planning Commission recommended that the City Council adopt the amendment; and

WHEREAS, the City Council, pursuant to published notice held a public hearing to consider adoption of said amendment on March 29, 1988.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SUNNYVALE RESOLVES AS FOLLOWS:

SECTION 1. The City Council finds and determines that the proposed amendment conforms with the requirements provided for in the "Uniform Planning and Zoning Code of the City of Sunnyvale," that it is a suitable and logical change in the Plan for the development of the City of Sunnyvale, and that it is in the public interest.

SECTION 2. THE City Council finds and determines that all necessary environmental assessment procedures have been conducted and completed in accordance with the requirements of the California Environmental Quality Act of 1970, as amended, guidelines promulgated thereunder, and pursuant to City Council Resolution No. 191-86, the Department of Community Development is hereby authorized and directed to prepare and file a Notice of Determination regarding said amendment.

SECTION 3. The Support Services Sub-Element as adopted, a copy of which is on file in the Office of the City Clerk of the City of Sunnyvale, is hereby added to the 1972 General Plan of the City of Sunnyvale. The above-described Sub-Element, is hereby incorporated by this reference.


SECTION 4. The Mayor and City Clerk are authorized and directed to endorse said amendment to the 1972 General Plan of the City of Sunnyvale and to show that the same has been adopted by the City Council.

SECTION 5. The City Clerk is directed to file a certified copy of said amendment to the 1972 General Plan of the City of Sunnyvale with the Board of Supervisors and the Planning Commission of the County of Santa Clara and the planning agency of each city within the County of Santa Clara. The City Clerk is directed further to file a certified copy of said amendment with the legislative body of each city, the land of which may be included in said plan.

PASSED AND ADOPTED by the City Council of the City of Sunnyvale at a regular meeting held on the 5th day of April, 1988, by the following called vote:

AYES: WALDMAN, NAPIER, CASTILLO, O'TOOLE, REESE, HANLON  
NOES: NONE  
ABSENT: STONE

APPROVED:

  
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Mayor

ATTEST:  
City Clerk

By Carol Ann Butler  
Deputy City Clerk  
(SEAL)





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# **APPENDIX**

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## **SUNNYVALE DEPARTMENT OF PUBLIC SAFETY BASIC POLICE ACADEMY 632 Hours**

Police Community Relations	15 Hours
Constitutional/State Laws	61 Hours
Laws of Evidence	24 Hours
Effective Communications	44 Hours
Vehicle Operations	27 Hours
Police Patrol Procedures	136 Hours
Major Criminal Investigations	70 Hours
In-Custody Procedures	6 Hours
Physical Fitness/Defensive Tactics	114 Hours
Use of Force	64 Hours
Intoxilyzor Certification	4 Hours
Examinations and Inspections	67 Hours

## **SUNNYVALE DEPARTMENT OF PUBLIC SAFETY BASIC FIRE ACADEMY 456 Hours**

Introduction to Fire Science	16 Hours
Basic Structure Construction	8 Hours
Fire Streams, Hose and Nozzles	28 Hours
Fire Strategy, Tactics and Techniques	56 Hours
Fire Prevention	16 Hours
Fire Protection Systems	8 Hours
First Aid and CPR	48 Hours
Vehicle Extrication	8 Hours
Special Fires	28 Hours
Hazardous Materials Incidents	16 Hours
Radiological Monitoring	8 Hours
Incident Command System	4 Hours
Apparatus Driver/Pump Operator	80 Hours
In-Service Station Training	80 Hours
Drills and Evaluations	52 Hours

